

Appendix 3: ROCC Strategic Framework



Addressing the challenges of wellbeing harms in communities

A strategic framework for the resilience to organised crime in communities programme

OUR MANDATE

Addressing the wellbeing harms & drivers of organised crime is a social issue requiring a coordinated response, combining community development, prevention, & law enforcement.

OUR GOAL

Improve wellbeing by co-designing responses to the harms & drivers of organised crime, tailored to the needs of the community.

LINKS TO OTHER PROGRAMMES & STRATEGIES

- Transnational Organised Crime Strategy
- Youth and Child Wellbeing Strategy
- Te Ao Mārama and Te Aorerekua (Family Violence Sexual Violence Joint Venture)
- Kānoa
- Te Huringa O Te Tai
- Organised Crime & Our Response 2020-2025
- Te Ara Poutama Gang Strategy
- Hōkai Rangi

GUIDING PRINCIPLES

Ownership
Enable community ownership.

Co-design
Enable co-design with regions, communities and whānau.

Facilitate
Remove barriers to addressing harm & drivers.

Coordinate
Coordinate local and national activities.

Evidence based
Provide evidence, knowledge, & data.

Te Tiriti O Waitangi
Give effect to the Treaty & its principles.

Objectives

Strengthen whānau wellbeing and build community resilience to the conditions that enable organised crime to operate.

Reduce harm from organised crime & the illicit drug trade.

Target organised crime and supply of illicit drugs through investigations and law enforcement.

Common systemic barriers to addressing harm

Community intervention/engagement fatigue?
Nationally led outcomes and initiatives?
Demand for services greater than availability?
Fear of stigma from association with organised crime & methamphetamine?
Lack of central government coordination?
No clear mandate for local ownership or co-design?
Silos and lack of response to community need?

Capability of communities is stretched?
Inaccessible Government processes?
Lack of long-term focus & commitment?

Indicative measures

Measures of community wellbeing though the living standards framework (with te ao Māori perspectives) and Integrated Data Infrastructure

Insights products on social harms from Gang Intelligence Centre
Offence & charge data for organised crime and drug offences.

Resilience → **Demand** → **Supply**

DISTRICT/AREA STRATEGIC FOCUS & PRIORITY ACTIONS

It is intended that these sections will be populated through co-design between agencies and the local groups in the region.

Focus areas
Agree the issues for the community

- Social determinants present leading to drug harm & influence of organised crime
- Methamphetamine use leading to child neglect, whānau disruption, offending and barriers to employment
- Issues stem from a combination of supply of harm in the region, a need for more support for whānau and better pathways for treatment
- Whānau impacted, including children, parents, grandparents and wider family
- Wider impacts on social and health services, employers, schools
- Visible gang activity including shots fired at hospital and a Police officer's home
- The region is not resourced to deal with the scale of the problem
- Difficult to quantify the impact
- Branding and social connections of gangs a barrier to change
- Early intervention needed to avoid pathways to gangs and organised criminal groups

Conditions for success
Understand the environment & agree what is needed to succeed

- Understand community aspirations
- Whānau have identified this as a priority and want to see change
- Understand the interconnection of community groups, iwi and agencies and that collective response is a strength
- Strong local governance and leadership
- Community supported to own the issue and the response
- Centrally enabled through removing barriers and providing investment and resource in kind
- Reduced duplication at a national and local level with alignment of work and approach
- Sustained investment and local decision making
- Aligned with wider wellbeing outcomes
- Builds on additional investment and workforce capability
- Evidence-based with investment in monitoring and evaluation and building on past success

Priority actions
Agree the priority actions to address the issues

Who are the stakeholders & who owns the problem?

What are the key actions for the community & government?

What does partnership look like with whānau, hapū, and iwi, and how will Te Arawhiti Guidelines for engagement be used?

What are the timeframes needed to develop responses?

Activity	Output	Outcome	Impact
Whānau support and navigation	Number of whānau receiving intensive support	Increase in whānau support and access to services	Improved whānau wellbeing
Increased local counselling	Number of individuals in counselling	Increase in access to counselling	Reduced drug use and harm
Community based hubs	Established hubs	Increased access to services and integration of services	Reduced harm, improved community resilience
Initiatives combining treatment with training and skills	Numbers of individuals completing programmes	Increased number of individuals with training and skills for relevant jobs	Increased employment or ongoing training
Targeted enforcement	Increase in warrants and arrests of Organised Crime leaders, and increase in seizures	Reduced supply of illicit drugs	Reduced harm from offending

Monitoring framework
Agree how to monitor the priority actions

What does success look like for the region, particularly te ao Māori perspectives on measuring wellbeing?

What are the community wellbeing outcomes?

How can we achieve a balance of government and whānau / community measures of success?

How do the outcomes align with government priorities?

How will organisational goals be aligned?

Outcome	Indicator	Baseline	Data source	Responsibility
Increase in whānau support and access to services	Number of referrals / assessments	Number of referrals / assessments	Provider reporting	NGO / iwi provider
Increase in access to counselling	Increase in referrals / assessments	Number of referrals / assessments	Provider reporting	PHO / NGO / iwi provider
Increased access and integration of services	Increase in referrals / assessments	Number of referrals / assessments	Provider reporting	PHO / NGO / iwi provider
Increased number of individuals with training and skills for relevant jobs	Number of job seekers	Previous months data	Jobseeker numbers	MSD
Reduced supply of illicit drugs	Drops in mL per 10,000 people of methamphetamine in wastewater	Previous months measurements	Wastewater analysis	Police